



SAMPLE MATERIAL

Steps for Recruiting, Interviewing, and Hiring After-School Staff

Young Scholars' Academy for Discovery and Exploration, New York

Topic: Increased Learning Time: Beyond the Regular School Day

Practice: Structure Time

Through a partnership with the community-based University Settlement, Young Scholars' Academy for Discovery and Exploration is able to staff individualized academic instruction and diverse enrichment and athletic activities. Under the leadership of the principal, teachers work side-by-side with educators recruited and trained by University Settlement in providing after-school activities connected to the school day.

This sample material includes two documents University Settlement uses when recruiting young people (e.g., college students) to work with school programs. The first outlines the steps for recruiting, interviewing, and hiring staff for four different positions: Director, Group Leaders, Assistant Group Leaders, and Substitutes. The second details the interview process, including standard questions and guidelines for reviewing candidates' lesson plan portfolios.

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Steps for Recruiting, Interviewing and Hiring Quality After-School Staff

Position Types: Depending on the size of the program, the positions listed below provide an outline of the range of staff needed to successfully run a quality after-school program.

- **Director:** Responsible for general management of the facility, daily program supervision, staff supervision and administrative operation of the program.
- **Group Leaders:** Supervise children, plan curriculum, supervise the activities of assistants and assist the director with designated activities.
- **Assistant Group Leaders:** Work with the group leaders to plan and execute activities and coordinate daily activities.
- **Substitutes:** A pool of workers you can call on when a designated staff member is absent from work.

Hiring Process:

- **Write job descriptions:** This needs to be a clear, concise document outlining the tasks and responsibilities of the position.
- **Recruit applicants:** The following steps should assist you in successfully finding candidates that meet your hiring needs.
 - Post job descriptions with application information at local colleges and university placement offices
 - Post notices in the community where program is located
 - Advertise or make announcements at school meetings, such as the PTA
 - Use word-of-mouth through participants' parents, current employees and others
 - Post on various social media networks

- **Screen candidates:** Using the resume rubric (see attached), review all resumes to assess which candidates have the balance of experience and education or training that complements the program. Then, conduct pre-screening telephone interviews to determine which candidates will be invited to participate in the three-part interview process. Follow these screening questions:
 - Why are you interested in this position?
 - Why are you interested in part-time work?
 - What is your understanding of the responsibilities and time commitment?
 - Are you a current student? Do you know your schedule? What is it?

Conducting Interviews: The goal of an interview is to identify the candidate(s) who best complement the program. Consider the dynamics of the program, including other staff, in terms of skills, training, personality and specific needs of the children. Using the three-part interview model will offer the interviewers greater insight on how the candidate performs on various levels pertaining to the position.

The three-part model consists of the following components:

1. A group interview with several site directors and line staff (sample interview questions attached, allow at least 30 minutes)
2. A personal interview with the program director
3. A brief, 15-minute teaching demonstration. Candidates should come to the interview prepared with a short teaching demo lesson

Select Finalists: Select two or three finalists in accordance with stated hiring procedures and priorities. Check references for each finalist.

Make Final Decisions: The candidate selected for the position should be offered the job with clarification of all the conditions, such as time commitment, pay and benefits. Please comply with all other licensing requirements, including criminal history review, health records, etc.

Staff Development: A successful, high-quality after-school program is based on the investment made in the line staff. A commitment to developing high performing staff members is critical to the success of the program. Frequent supervision, training opportunities on-site and off-site and regular staff meeting contribute to the success of high performing staff.

Successful staff development consists of:

- Supervision: Individual and team supervision with site supervisor at least bi-weekly. Supervision should be given high priority.
- Staff meetings: The entire staff should meet weekly to address issues of programming planning, issues and concerns
- Observations: Site supervisor will observe staff performance to determine strength and weakness and develop a plan of action for staff to perform at highest level.
- Staff training: Monthly workshops on various topics should be offered to enhance skill-set of staff. Workshops can include behavior management, curriculum planning, health and wellness, etc.

Staff Evaluation: All staff should receive evaluations at regularly scheduled intervals. Evaluations should be based on expectations that are clearly delineated in job descriptions, personnel policies and individual goal statements.

Written evaluations are usually completed two times per year on standardized forms. Depending on the staff position and the program, staff may be evaluated in terms of the following:

- Relationship with children and parents
- Relationship with school personnel
- Ability to work well with partners and others
- Teaching techniques
- Lesson planning
- Class management

Program Evaluation: All staff should participant in evaluating all aspects of the program, including program design, effectiveness of management, community support, etc.

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University Settlement After-School Interview Process

1. **Portfolio Presentation:** Potential candidates are expected to share a portfolio of model lesson plans, student work, and evidence of how they use their skills that they have designed in order to teach the students. **Example of lesson plan will be provided and candidate must create a model based on daily program activities.**
2. Why are you interested in becoming a youth worker at U.S.A.S.P.? (Candidate will be given our philosophy and mission statement) What do you understand about our philosophy and mission statement? How will our program's mission and vision manifest themselves in your daily practices as a youth worker?
3. When the site supervisor visits your class space, what evidence would he/she see of high quality, fun academic and enrichment activities?
4. How is an after-school program different from traditional day school?
5. Which method of group management do you use when working with children?
6. What is your philosophy regarding discipline?
7. Programs have limited resources, space and personnel. Please explain how you would lend your expertise to our community.
8. How have your teaching practices evolved? What areas of your teaching experience have helped you improve? What professional development do you think you are in need of?
9. What type of behavior management tools do you use with your students? Based on your past experience, how has your behavior management tools assisted you with your next steps?
10. What type of extracurricular activities, hobbies, talents, do you possess that can be utilized within the program?

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Interview Sub- Category Questions

1. **Professional Etiquette:** Provide various scenarios (think “behind closed doors”) Check for proper responses from candidate. Observe body language, tone of voice and vocabulary.
2. **Community:** What is the role of families and community members in the after-school program? How will you create a sense of community in your classroom? With your colleagues?
3. **Health and Wellness:** A good health and wellness program is important and physical activity during the program is a must, however it is not only about playing games. What other components would you look to include into your routine?
4. **Guidance and Counseling:** What are some strategies that you would put in place to ensure that the social & emotional needs of our students are being met? How will you assist them at becoming successful in a learning environment?